

2006 GAME PLAN

ACCELERATING MOMENTUM



UNITED STATES ARMY



CALL TO DUTY
230 YEARS OF SERVICE TO OUR NATION



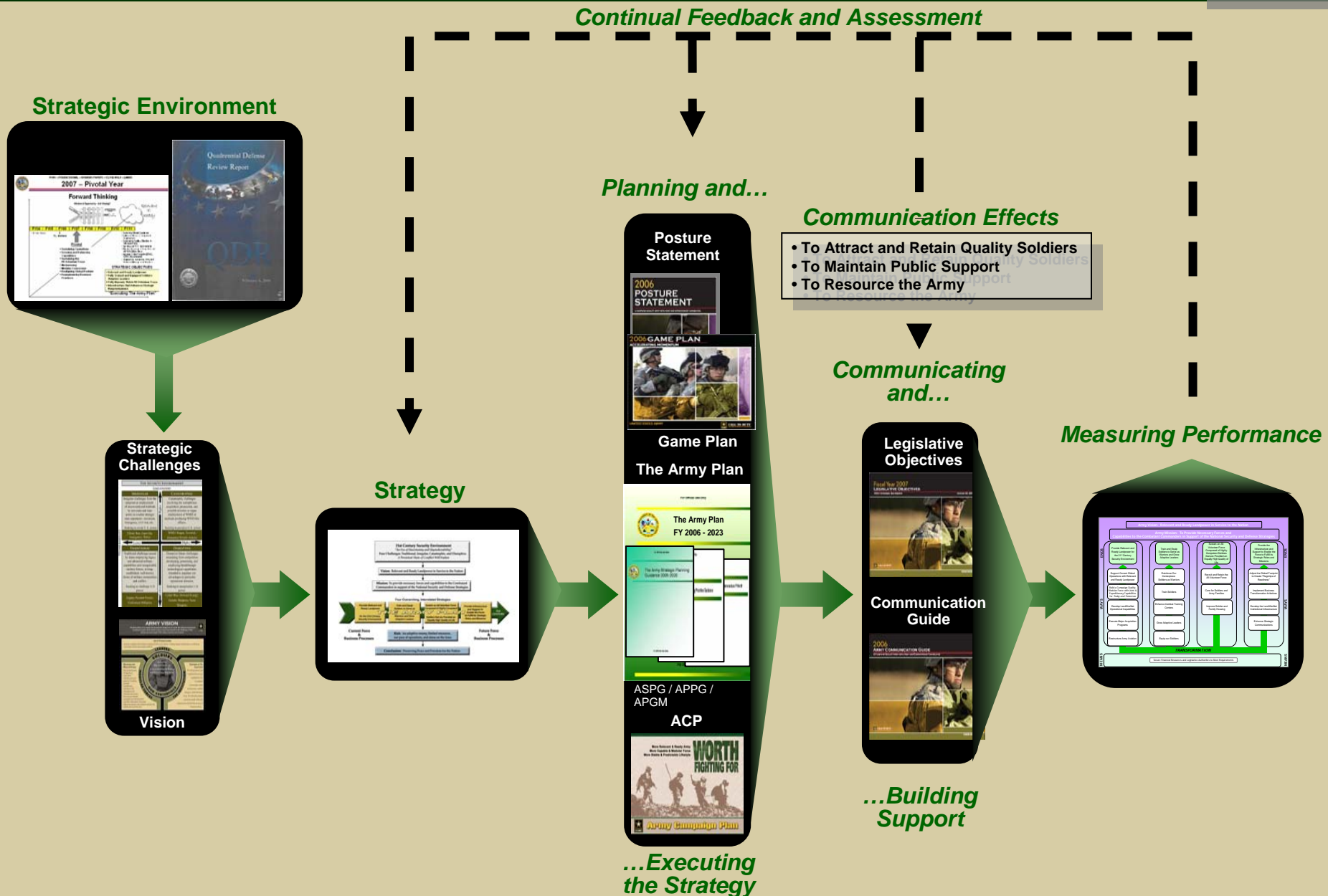
Key Points

- **This is a pivotal time.** The progress that we make over the next 12 to 18 months will determine our ability to continue to accomplish our mission and to position ourselves properly for the 21st century.
- **Our window of opportunity is not assured.** As support for supplemental funding diminishes, and budget pressures intensify, we will experience downward fiscal pressure.
- **To exploit the opportunity we've been presented, we must *accelerate* our transformation.** We will stick with the priorities we've established and adhere to the concept and outline of our plan. We will work to include our most strategically important priorities in the program, and maintain balance across the force as our supplemental budget changes.
- **Leaders will determine our success.** This Game Plan summarizes key elements of The Army Plan and provides guidance to assist you in your work. It does not provide a great deal of new material. Rather, it compiles key ideas, tools, and information to increase your ability to understand and to communicate our need to accelerate our momentum.

Reinforces the centrality, importance, and intent of the Army Campaign Plan

Enabling Acceleration

As of 29 March 200



Campaign Plan ... Legislative Strategy ... Communication ... Metrics



The Army Game Plan



18 Enclosures



1. Planning and Execution
2. Army Campaign Plan, Change 3
3. Safety and Composite Risk Management
4. 2006 Quadrennial Defense Review
5. Future Combat Systems
6. Force Structure Decisions
7. Stationing
8. Army Force Generation Model
9. Actionable Intelligence
10. Adapting the Army Command Structure
11. Reorganization of the Senior Civilian Executive System
12. Business Transformation
13. Strategic Management System
14. Army Focus Areas
15. Communicating and Building Support
16. Operational Force Vice Strategic Reserve
17. Army Sustainability – The Army Strategy for the Environment
18. Helpful Websites

This Game Plan describes the strategic challenges we face and reinforces the centrality, importance, and intent of the Army Campaign Plan.

The Game Plan performs four other key functions:

- Reinforces this year's Posture Statement, which describes our situation, our Army Vision, our accomplishments (since 9-11 and during the past year), and our compelling needs.
- Explains how we will measure the execution of our strategy – to stay on course.
- Explains how several key Departmental processes have evolved to increase their value to you.
- Highlights key decisions made in recent months regarding Defense strategy, basing, force structure, and many other areas.

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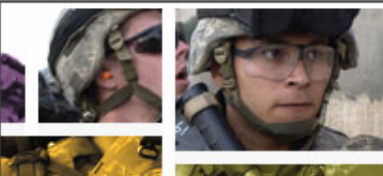


CD Demonstration

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WELCOME

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HELPFUL WEB SITES

SURVEY

EXIT

Welcome



We serve the Nation in a time of great danger and unique opportunity. We are fighting an enemy determined to reduce America's presence in the world and to destroy the freedoms we enjoy. We are also working to capitalize on an unprecedented opportunity – resulting from wartime focus and levels of resourcing.

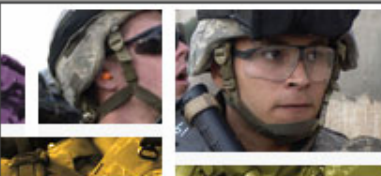
With the support of the President, the Congress, and the Secretary of Defense, and the hard work of leaders, Soldiers, and civilians across the Army, we are making enormous progress in executing a fully integrated, carefully crafted plan. Our plan – The Army Plan – is guiding our work to transform, to support the combatant commanders, and to sustain our volunteer Soldiers and their families in this time of war.

This is a pivotal time. The progress that we make over the next 12 to 18 months will determine our ability to continue to accomplish our mission and to position ourselves properly for the 21st century.

Our window of opportunity, however, is not assured. As support for supplemental funding diminishes, and budget pressures intensify, we will experience downward fiscal pressure.

To exploit the opportunity we've been presented, we must accelerate our transformation. We will stick with the priorities we've established and adhere to the concept and outline of our plan. We will work to include our most strategically important priorities in the program, and maintain balance across the force as our supplemental budget changes.

As ever, leaders will determine our success. This Game Plan summarizes key elements of The Army Plan and provides guidance to assist you in your work. It does not provide a great deal of new material. Rather, it compiles key ideas, tools, and information to increase your ability to understand and to communicate our need to accelerate our momentum.



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Army Game Plan

- [Accelerating Momentum](#)
 - [Fully Integrated Plan](#)
 - [The Army Vision](#)
 - [Shifting Our Center of Gravity](#)
 - [Business Transformation](#)
 - [Staying on Course](#)
 - [Leading Change](#)
 - [Leader Priorities](#)
- > [View Enclosures](#)

Accelerating Momentum

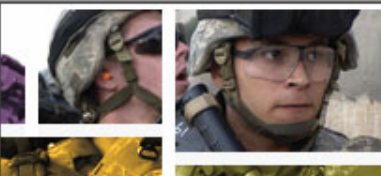
We have established tremendous momentum in changing and adapting our Army. Our progress and record of accomplishment is the result of the hard work of our Soldiers, leaders, and civilians – reinforced by the silence and commitment of our families.

With the support of the President, the Congress, and the Secretary of Defense, we have increased our capabilities to deal with the challenges we face today and to prepare for those we will face tomorrow.

2007 and 2008 will be pivotal years for the Army. We will continue to conduct operations while transforming the force, its global infrastructure, and all of our supporting business processes.

Regardless of the urgency of our mission, we will experience a diminishing window of opportunity to make the changes we need to make (due to downward fiscal pressures we are already facing and other factors). We must therefore accelerate the momentum we have established in recent years, while keeping our programs in balance. We will continue to care for our Soldiers, their families, and our civilian workforce. Your continued superb leadership will be crucial to our success.





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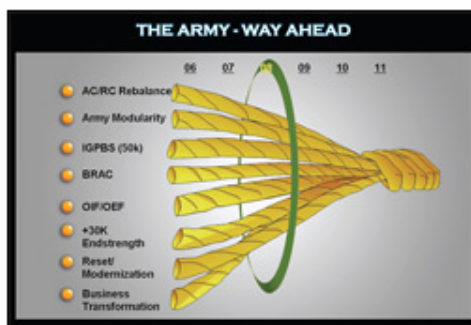
EXIT

Army Game Plan

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- [Fully Integrated Plan](#)
- [The Army Vision](#)
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- [Staying on Course](#)
- [Leading Change](#)
- [Leader Priorities](#)

--> [View Enclosures](#)

Fully Integrated Plan



The Army Plan provides the framework to guide a number of carefully synchronized initiatives that all contribute to building tomorrow's Army. Like the [strands of a rope](#), these and other initiatives are intertwined and mutually reinforcing. Each strand is [essential](#), driven by strategic necessity. Each is helping to create an Army better postured to continue the long war, while sustaining our global commitments. Each is contributing to improving the lives of our Soldiers and their families. Our plan integrates all of the strands to make our Army stronger – more capable, more ready, and more relevant to the 21st century.

We are creating units that are whole: fully manned, trained, equipped, and supported. We are committed to preparing them for the challenges they will face and to overcoming years of underfunding. If we cannot make our units whole, then we will not build them.

With fewer resources, we will build fewer units. We will not weaken the Army by partially resourcing our units. This would be like removing the strands of a rope and expecting it remain strong. We will not do this. We will shorten the rope before we weaken it.

With more resources, we will build more units, and lengthen the rope. We will accelerate what we are doing – building more whole units – while keeping our programs in balance. Our choice will be one of quality, not quantity.



Start



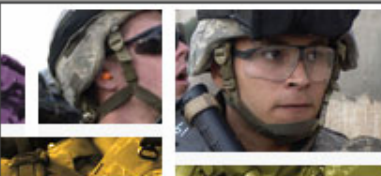
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Army Game Plan: Enclosures

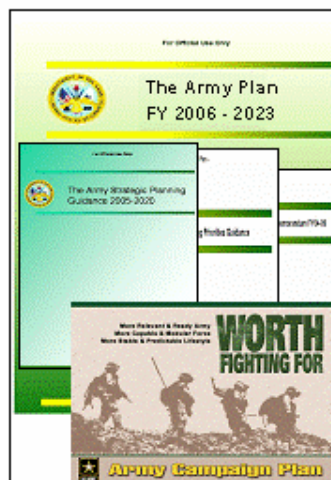
1. [Planning and Execution](#)2. [Army Campaign Plan, Change 3](#)3. [Safety & Composite Risk Management](#)4. [2006 Quadrennial Defense Review](#)5. [Future Combat Systems](#)6. [Force Structure Decisions](#)7. [Stationing](#)8. [Army Force Generation Model](#)9. [Actionable Intelligence](#)10. [Adapting the Army Command Structure](#)11. [Business Transformation](#)12. [Reorganization of the Senior Civilian Executive System](#)13. [Strategy Management System](#)14. [Army Focus Areas](#)

Enclosure 1: Planning and Execution



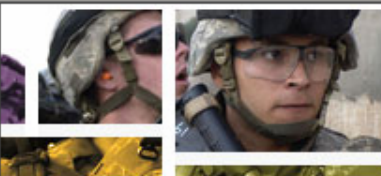
The Army Plan (TAP) prescribes guidance for applying resources to execute our four overarching, interrelated strategies. The TAP also provides guidance on how we will balance our operational needs while transforming into a modular force capable of achieving our mission and our Title 10 requirements. Executing the TAP will ensure our Soldiers receive the best training, leadership, equipment, and quality of life our Nation can deliver.

There are four sections of the TAP:



- [Army Strategic Planning Guidance \(Section I\)](#) – Serves as our principal institutional planning document;
- [Army Planning Priorities Guidance \(Section II\)](#) – Translates planning guidance into programming guidance and priorities, and links the four strategies, as contained in the Army Posture Statement, to capabilities needed to accomplish the Army's mission;
- [Army Program Guidance Memorandum \(Section III\)](#) – Provides broad resourcing guidance needed to build Program Objective Memorandum 08-13; and,
- [Army Campaign Plan \(Section IV\)](#) – Provides authoritative direction for planning, preparation, and execution of Army operations and Army transformation within the context of ongoing strategic commitments.

The graphic below conveys the cyclical nature of Army strategic planning and the relationship and interdependence of a family of strategic documents. It emphasizes our effort to develop, execute, communicate, and measure the TAP. The results of continual feedback and assessment will:



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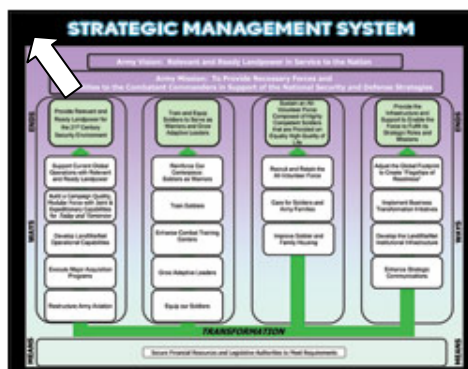
[WELCOME](#) [ARMY GAME PLAN](#) [HELPFUL WEB SITES](#) [SURVEY](#) [EXIT](#)

Army Game Plan: Enclosures

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13. [Strategic Management System](#)

Enclosure 13: Strategic Management System

The Army Strategic Management System (SMS) provides the senior Army leadership with an enterprise-wide strategic performance management system. It will translate the Army's strategy into actionable programs and initiatives. SMS provides the automated environment to assess performance and manage resource allocation for the attainment of our strategic objectives. Senior leaders at each organizational level can use SMS to assess and manage their efforts in support of our strategy, as well as their own organization's performance. The one-page automated Strategy Map provides the framework that synchronizes efforts and focuses leaders on organizational performance.

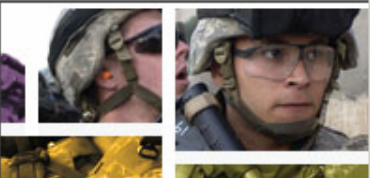


The system, now in development, will:

- Provide leaders with a visual status (green/amber/red) of progress in achieving the objectives of The Army Plan;
- Enable senior leaders to assess and discuss performance through tri-annual reviews (the first review is scheduled for May-June 2006);
- Measure data that, in almost all cases, we are already collecting (not a new report);
- Eliminate wasteful, redundant reports; and,
- Focus activity, improve performance, and reinforce accountability across our Army.

SMS provides an automated environment to:





WELCOME ARMY GAME PLAN

Army Game Plan

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End

The Army's strategic transformation and its associated challenges for the leader, assess, strategize, and frame on organization.

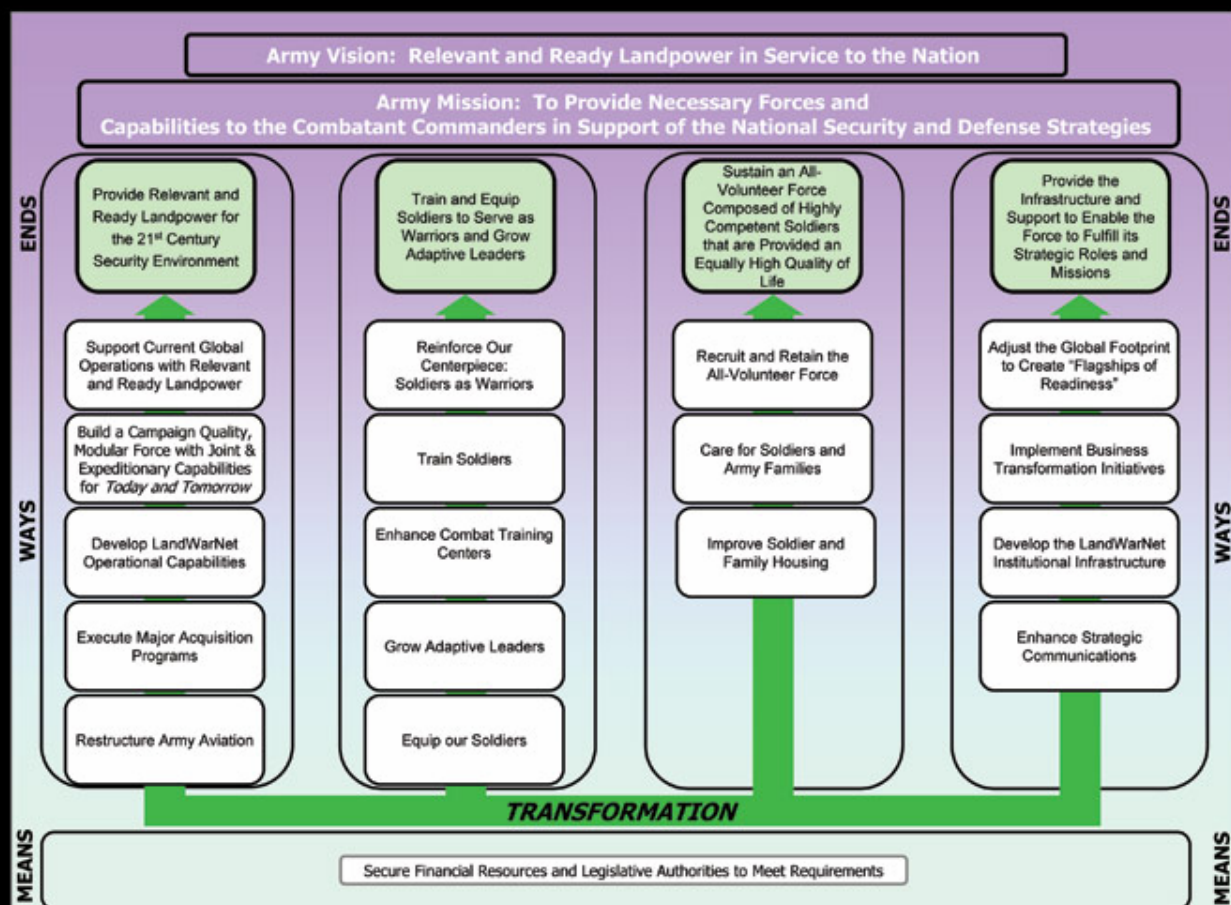
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- Done
- Eliminate wasteful, redundant reports; and,
- Focus activity, improve performance, and reinforce accountability across our Army.

SMS provides an automated environment to:

Close Window

STRATEGIC MANAGEMENT SYSTEM



Close Window



Leader Priorities

OUR CHALLENGE

- Accelerate through this window of opportunity before it closes.
- Remain *focused on our priorities and the essential aspects of our plan* to realize the Army Vision.
- Promote understanding of our strategic direction.
- Adhere to the general guidelines listed below:

LEADER PRIORITIES

- ***Accelerate Momentum***
- ***Don't "Live Rich"***
- ***Reinforce Safety***
- ***Measure Performance***
- ***Maintain Property Accountability***
- ***Communicate the Army Story***
- ***Build Support***

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How Does the Game Plan Reinforce Key Strategic Documents?

Army Strategic Planning Guidance (ASPG): Next 10-20 Years

FOCUS: CLARIFYING CURRENT AND FUTURE STRATEGIC CAPABILITIES

Army Campaign Plan (ACP): Next 10 Years

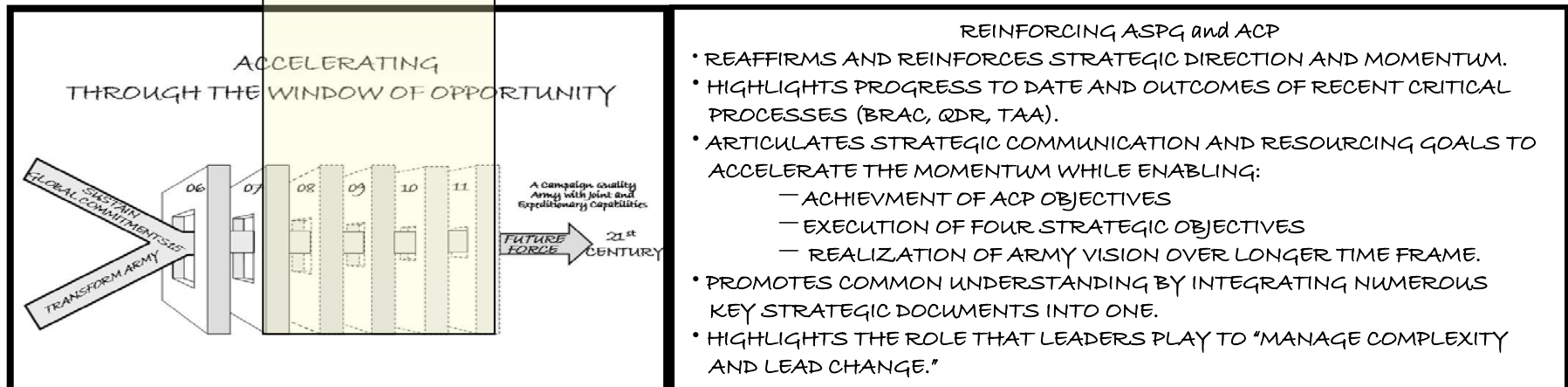
FOCUS: TRANSFORMING TO CREATE A JOINT AND EXPEDITIONARY ARMY... NOW

Game Plan: Next 1-2 Years

FOCUS: UNIFYING EFFORT, REINFORCING INTENT, CLARIFYING LEADER ROLES ... AND CHANGING CULTURE (ACCELERATING MOMENTUM THROUGH THE DIMINISHING "WINDOW OF OPPORTUNITY")

Army Posture Statement: Next Year

FOCUS: COMMUNICATING ARMY VISION, STRATEGIC GOALS, COMPELLING NEEDS, AND ASSESSMENT OF RISK (HIGHLIGHTS ACCOMPLISHMENTS)



Unify effort, reinforce intent, clarify leader roles, change culture and accelerate through window of opportunity.



Distribution Scheme

- Handling Instructions – FOUO
- Distribution:
 - ➔ Web with Notification (AKO Senior Army Leader Page with Notification and Army.Mil Announcement)
 - ➔ Paper with CD Version
 - ➔ CD Version
- Audiences:
 - ➔ Senior Army Leaders and Principals within HQDA
 - ➔ General Officer (Active and Retired) and Active Colonels
 - ➔ CSMs
 - ➔ School Houses
 - ➔ Senior Fellows
- Conference / Other Forums:
 - ➔ ACP (ASM) 4 May 2006
 - ➔ ATLDC 9 May 2006
 - ➔ GO CAPSTONE 22 May 2006
 - ➔ ASLDP Jun 2006
 - ➔ ARFPC 20 Jun 2006
 - ➔ Retired 4 Star 28 Jul 2006
 - ➔ AC/RC Training Conf 16 Jul 2006
 - ➔ National Guard Assoc Oct 2006
- Timing
 - ➔ CSA Approval 24 Apr 2006
 - ➔ SA Approved 28 Apr 2006
 - ➔ Posted on Senior Army Leader Page ~ 2 May 2006
 - ➔ Execute Paper Distribution Scheme ~ 12 May 2006



Purpose

The Game Plan:

- Describes the strategic challenges we face.
- Reinforces the centrality, importance, and intent of the Army Campaign Plan.
- Provides a strategic context consistent with the 2006 Quadrennial Defense Review and 2006 Army Posture Statement.
- Reaffirms The Army Plan that is synchronizing our execution of the four overarching interrelated strategies.
- Introduces the Army Strategic Management System and approved Army Strategy Map that will assist us in measuring our performance.
- Provides a strategic framework that will complement strategic engagement and help create common themes and messages.

Nothing in the Game Plan is new ... it represents the integration of work we have done together.



Game Plan Functions

- The Army Game Plan incorporates and synthesizes content from relevant strategic documents, with a focus on internal Army audiences.



- ➔ The Game Plan provides to the Army a common perspective and ensures unity of effort in realizing the Army Vision.
- ➔ The Game Plan provides, in one location, the strategic framework, Vision, Army Strategy, The Army Plan, Legislative Objectives, Communication Guide, Strategy Map, QDR, Posture Statement, Focus Areas ... and more for senior leaders to use.
- ➔ The Game Plan explains how Army processes have adapted to align with ongoing transformation and modernization.
- ➔ The Game Plan is enduring...*2006 and beyond*; and, strategic...*focused on accelerating momentum and balancing growth*.
- ➔ The Game Plan signals leader commitment to measuring performance (The Army Strategy Map).



Leading Change

- Our collective focus has enabled our ongoing modular conversion, improved the balance of our Army, increased cohesion within our units, and improved predictability for our Soldiers and their families.
- Transforming while waging war is exceptionally difficult, but we are on the right path.
- Success requires us to accelerate momentum
 - ➔ Stick with the priorities
 - ➔ Adhere to the concept and outline of our plan